

Air Force Space Command

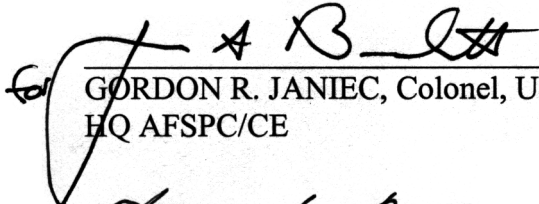
Project Management Plan (PMP)

Los Angeles AFB (Area B) Redevelopment

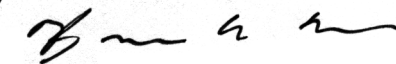
5/21/2003

Agreement Statement

The undersigned agree to follow the provisions of this Project Management Plan for the SAMS project identified in the Facility Requirements and Design Guide (Exhibit A to the SAMS Purchase and Sale Contract). Changes to this plan must be coordinated with and approved by the undersigned or their designated representatives.


GORDON R. JANIEC, Colonel, USAF
HQ AFSPC/CE

15 May 03
DATE


BRIAN E. KISTNER, Colonel, USAF
61 ABG/CC

25 APR 03
DATE

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1. INTRODUCTION

This Project Management Plan (PMP) provides the general framework, and establishes specific strategies and milestones, for execution of the Systems Acquisition Management Support (SAMS) complex project to design and construct new facilities for Los Angeles AFB, CA. The general framework includes the project scope, cost, schedule, and the requirements and responsibilities of each of the parties involved during the project execution. Adherence to this PMP by all team members will ensure the timely construction of high-quality facilities. This PMP is a dynamic document; portions of which will be regularly updated to reflect project's current status. Project status updates to this plan do not require coordination and approval with signatories.

2. MANAGEMENT OF THE AREA B REDEVELOPMENT

PROJECT MANAGEMENT

The Executive Review Group (ERG) is a corporate group comprised of the key leadership positions at SMC and HQ AFSPC responsible for overseeing the redevelopment of Area B. The ERG will conduct program management reviews of the construction program to ensure the successful accomplishment of existing missions, overall fiscal management and efficient transition from existing to new facilities. The ERG will meet monthly and the Command Civil Engineer will attend at least quarterly. The ERG will set the strategic direction and give guidelines on major program decisions necessary to meet program directives. The ERG will approve timing for conveyance of parcels, reduction or increases in scope, and user requested changes requiring HQ AFSPC approval. Membership of the ERG is as follows:

SMC/CC
SMC/CV
SMC/CD
SMC/PK
61 ABG/CC
SMC/DS
SMC/FM
HQ AFSPC/CEP
Sr. Aerospace Corporation Representative
Sr. NAVFAC SWD Representative
Advisors:
 61 ABG/RO Division Chief
 61 ABG/CE BCE
 61 CS/CC
 SMC/PKC
 61 CONS/CC
 HQ AFSPC/CEPC
 HQ AFSPC CSS/SCNR
 NAVFAC SWD LAAFB Project Manager

61 ABG/CEC
Aerospace Corporation Representative
NAVFAC SWD MILCON Project Manager
61 ABG/RO, Deputy
Title II A&E, Engineering
Title II A&E, Communications
Developer's Project Manager

2.1. DESIGN

- 2.1.1. HQ AFSPC/CE is the Design Manager (DM). 61 ABG/RO and their subcontractors will function as the Design Agent (DA) for this project. 61 ABG/RO will perform the day-to-day oversight of the design and report status to HQ AFSPC. SMC/PK is the Contracting Office overseeing the design of the SAMS and NAVFAC is the Contracting Officer overseeing the design of the Consolidated Base Support Complex (CBSC).
- 2.1.2. The SAMS complex will be designed by a developer selected through a fast-track design build program. Project scope, as noted above, is approximately 560,000 square feet plus parking and other amenities.
- 2.1.3. Attachment 3 DESIGN/BUILD SCHEDULE, contains design milestones established to meet Air Force goals. The specific design milestones will be completed in coordination with the successful offeror (design-build contractor). The design milestones will be finalized after the signing of a contingent contract.

2.2. CONSTRUCTION

- 2.2.1. HQ AFSPC/CE is the Construction Manager (CM). The 61 ABG/RO and their subcontractors is the Construction Agent (CA). 61 ABG/RO will perform the day-to-day oversight of the construction and report status to HQ AFSPC. SMC/PK is the Contracting Office overseeing the construction effort. The estimated construction period is 38 months.
- 2.2.2. Attachment 3 DESIGN/BUILD SCHEDULE, contains construction milestones established to meet Air Force goals (to be completed after selection of successful offeror).

3. RESPONSIBILITIES AND AUTHORITIES

3.1. HEADQUARTERS HOST COMMAND – HQ AFSPC

- 3.1.1. HQ AFSPC is the host command and the DM/CM. As a result, HQ AFSPC/CE will be the interface between 61 ABG/RO and higher headquarters.
- 3.1.2. HQ AFSPC authorizes major changes in project scope and cost (scope changes in excess of five percent and change orders in excess of \$100K), provides funding for

consulting and Title II services, provides functional direction to the 61 ABG/RO, approves all strategic decisions, obtains waivers to HQ USAF/CE policy, requests notification actions from USAF/ILE (if appropriate), and obtains authority to award.

- 3.1.3. HQ AFSPC/CE is a member of the Executive Review Group (ERG) responsible for LAAFB Construction Management. (See Attachment 2, LAAFB CONSTRUCTION MANAGEMENT STRUCTURE)

3.2. SPACE AND MISSILE SYSTEMS CENTER - SMC

- 3.2.1. 61 ABG/RO is responsible for the SAMS project during the source selection, negotiations, and contract award. The Director of Staff Special Projects Branch (formerly SMC/XPX) will provide additional support to the 61 ABG/RO through project award.

- 3.2.2. SMC is responsible for the day-to-day activities associated with the source selection, award, and construction of the SAMS Complex. SMC will establish design and construction management teams to manage the project after award to the successful SAMS offeror. The project execution team will be formed by the permanent assignment of personnel from the SMC/DS Special Projects Office, Base Civil Engineer, Communications Squadron, and Directorate of Contracting. The 61 ABG/RO will remain in existence through the completion of the SAMS construction and conveyance of property to the successful SAMS offeror. Currently the positions will return to their parent organizations. The make up of the 61 ABG/RO is as follows:

Air Force Organic

<u>Position</u>	<u>Organization Providing Position</u>
Program Manager (Engineer - Colonel/Lt Col)	SMC/DS
Deputy Program Manager (Engineer - Major or GS-13/14)	61 ABG/CE
Contracting Officer (Lt Col or GS14)	SMC/PK
Real Estate Program Manager (GS-13)	SMC/DS
Space Utilization and Allocation Specialist (GS-12)	SMC/DS
Civil Engineer (Capt/1Lt)	61 ABG/CE
Communications Engineer (contract position-Tinker AFB)	61 CS
Funds Manager (GS-9)	61 ABG/CE
Logistics Manager (GS-9)	61 ABG
Administrative Specialists (GS-7)	61 ABG/CE

Consultants

<u>Position</u>	<u>Firm Providing Position</u>
Project Engineer (on site)	Title II Contractor
Project Architect (on site)	Title II Contractor
Quality Assurance Inspector (on site)	Title II Contractor
Quality Assurance Inspector (on site)	Title II Contractor
Information Technology (Home office support)	Communications Architect (GSA contract) and SI International
Mechanical engineer (Home office support)	Title II Contractor
Electrical engineer (Home office support)	Title II Contractor
Civil/structural (Home office support)	Title II Contractor
Environmental Engineer (Home office support)	Title II Contractor

3.2.3. 61 ABG/RO will assume LA AFB project management responsibilities for the Area B redevelopment to include the Consolidated Base Support Center MILCON, the Upgrade Underground Utilities Projects, construction of the new Base Exchange, and relocations of functions displaced by the Area B redevelopment. The Base Civil Engineer will retain responsibility for comprehensive planning, programming, and execution of real property maintenance by contract.

3.2.4. The 61 ABG/RO will report to the 61 ABG/CC.

3.2.5. 61 ABG/RO will coordinate and manage the transition of missions currently on Area A and the Lawndale Annex to the SAMS complex, the relocation of personnel into the CBSC, and functions displaced by the Area B demolition program. Responsibilities include oversight with the traffic management office for drayage, coordination of communications systems with the 61 CS, coordination of contracting support from 61 CONS and assigning of office space to SMC organizations and tenants.

3.2.6. The drayage will be managed by the 61 ABG/RO. Included in this management will be the oversight of mission relocations to the CBSC, SAMS complex, and interim facilities, as necessary. This oversight will include coordination with 61 ABG/CE, 61CS, 61CONS and 61 ABG/LG. 61 ABG/CE will be notified by the 61 ABG/RO of each move so the proper refuse, custodial, elevator and base maintenance contracts may be modified as necessary. The 61 ABG/RO will gather requirement from the user and work in conjunction with 61CONS to establish the necessary moving contract with a local contractor. 61CS will be updated as to the move schedule so the proper communication actions can be taken, in a timely manner. The 61 ABG/RO will work in conjunction with 61 ABG/LG to coordinate

the proper disposal/removal of all used furniture no longer necessitated by the organization relocating. A timeline will be kept by the 61 ABG/RO to track each individual move, therefore, creating one central location for drayage information.

3.3. AIR FORCE (AF) PROGRAM MANAGER (PM)

- 3.3.1. The 61 ABG/RO will function as the PM and is responsible for overall management and project execution during the design/construction phases of project delivery and will serve as the technical representative of the Contracting Officer (CO) during both phases.
- 3.3.2. During the design phase, the 61 ABG/RO leads in all project decisions and review conferences, updates design schedule and reports status to SMC/CC, 61 ABG/CC and HQ AFSPC/CE and assists in resolving any conflicts that develop among the design team members. 61 ABG/RO will also lead the integration of the SAMS project with all other scheduled/planned construction/services on AREA B, to include the CBSC and the Base Exchange.
- 3.3.3. During the construction phase 61 ABG/RO, performs construction surveillance and technical construction management (reviews submittals and substitutions, observes testing, maintains records and files, maintains progress charts and reviews payment requests, prepares construction deficiency lists, etc.), reports construction progress to 61 ABG/CC, HQ AFSPC/CE, and SMC command section, participates in all project decisions and conferences, and assists in resolving any conflicts which develop among the construction team members, participates in pre-final and final inspections, and acceptance and transfer of facilities. The 61 ABG/RO will work directly with the Navy ROICC with surveillance of the CBSC construction. The Navy will be responsible for construction inspection and management.
- 3.3.4. The 61 ABG/RO will chair the Design and Construction working group. The Design and Construction working Group will function as the design management team and construction management team.

3.4. 61 ABG/CE (BCE)

- 3.4.1. The BCE is responsible for management and maintenance of the completed facilities. The BCE will designate personnel to participate in the design and construction phases as Base Project Coordinator (BPC). The BPC participates in design/construction conferences, coordinates base personnel input for conferences, provides specific design input, local design criteria, and local support data (existing utility plans, topographic and geotechnical data, asbestos/lead based paint surveys, local environmental policies, etc.), identifies any phasing requirements, prepares any base initiated contract change requests, coordinates change requests at base level, ensures base personnel review design submittals from the standpoint of maintainability and construct ability, and processes review comments as defined in

Attachment 3. Additional BCE responsibilities include:

- Instructing contractors on procedures for obtaining environmental permits as required
- Planning and coordinating host base infrastructure and design criteria required (i.e., communications, security, fire protection, etc.)
- Developing list of facilities to be demolished, if required

3.4.2. During the construction phase, BCE coordinates base support for the construction Contractor (i.e. utility staking, source of construction utilities, base digging permits, location of Contractor staging areas, etc.), participates in all project decisions and conferences, and assists in resolving any conflicts which develop among the construction team and other MILCON projects, participates in pre-final and final inspections, and acceptance and transfer of facilities.

3.4.3. The BCE is a member of the Design and Construction management teams and, responsible for Area B comprehensive planning, and a voting member of the configuration control board. The BCE is also responsible for conducting maintainability reviews of design and construction plan and coordinating on shop drawings and equipment submittals.

4. CONTRACTING OF A-E DESIGN SERVICES

- 4.1. The 61 ABG/RO will utilize the Army Corps of Engineers (USACE), GSA or SMC/PK as the contracting office for all required A-E design and Title II services.
- 4.2. The appropriate contracting office is responsible for all Title II contracting actions associated with this project. All communications with the title II contractor are through the CO or his designated representative.
- 4.3. All potential Military Interdepartmental Purchase Requests (MIPR) will be coordinated with 61 CONS prior to execution of MIPRs in accordance with the 61 ABG/CC MIPR policy.

5. CONTRACTING OF PURCHASE AND SALE AGREEMENT

- 5.1. SMC/PK is the contracting office for administration of the Purchase and Sale agreement to accomplish the construction.
- 5.2. The 61 ABG/RO is responsible for all construction contracting actions associated with this project. Official correspondence with the construction contractor is through the CO or his/her designated representative. Minimum responsibilities include, but are not limited to:
 - Approval of all submittals
 - Construction contract administration

- Change order processing and execution of contract claims resolution
- Construction funds reporting and accountability of Contractor payments
- Facility acceptance and turn-over
- Enforcement of all warranties and guarantees

5.3. The 61 ABG/RO Commander is a member of the Design and Construction Review Group, responsible for LAAFB Construction Management (see Attachment 2).

6. ARCHITECT-ENGINEER (A-E)

6.1. The title II contractor provides a complete range of design and technical advice as specified in the Statement of Work (Attachment 5). Exhibit A to the SAMS Purchase and Sale Contract provides a description of the project including design submittals. Review comments, generated in response to each submittal, are formally resolved at conferences held at LAAFB. Attachment 4 contains comment resolution procedures.

6.2. The Title II contractor will collect and review Geotechnical, Topographic, and Hazardous Material Surveys (for Asbestos and Lead-based paint) as well as the Residential Energy Evaluation Manual (REEM) if such documentation is not readily available at the base.

6.3. The Title II contractor is a non-voting member of the Design and Construction Review Group, responsible for LAAFB Construction Management (see Attachment 2).

7. PROJECT KEY PERSONNEL

7.1. Attachment 1 provides a list of key personnel associated with this project.

8. DESIGN MANAGEMENT

8.1. DESIGN MANAGEMENT TEAM (DMT)

8.1.1. The DMT is a working level group providing the first level of management to solve problems throughout the project design. Responsible for the overall project management, the DMT reviews progress in executing the design. They identify potential problem areas, determine actions required to resolve these problems, and assign responsibility for implementing decisions. DMT is composed, as a minimum, of the following members, but can be added to in order to meet special requirements:

HQ AFSPC/CEPC (Co-Chairperson)
 61 ABG/RO (Co-Chairperson)
 Contracting Officer (CO)
 Base Civil Engineer (or his representative)
 Others (including the DM) as Appropriate

- 8.1.2. As a minimum, this group meets monthly to review and discuss the design documents and resolve any issues. The DMT will meet the design schedule developed in Attachment 3. The DA works directly with the BPM on clarification of criteria as it affects the project site, facilities, and equipment.

8.2. CHARRETTES

- 8.2.1. Charrettes are intensive, on-site interviews and meetings between the A-E, users, interested base offices, the Base Civil Engineer staff, and the DMT. The interested base offices should include the Security Police, Fire Department, Base Communications, and Base Environmental Engineering as a minimum. The purpose of the Charrette is fully validating, developing, and quantifying user requirements and developing consensus on design parameters/requirements and solutions for the project.
- 8.2.2. The Air Force requires a charrette with the Design-Build Contractor's architect at the 20 to 25 percent design stage. The goal of the charrette is to open a dialog between the Air Force and the architect, provide meaningful input to the design, and minimize changes at the 35% design stage. The architect will make a presentation and solicit comments from the Air Force in relation to facility siting, traffic flow, primary exterior architectural elements, and construction phasing.

8.3. DESIGN SUBMITTALS

- 8.3.1. **Design Process and Submittals** Upon selection of a Design-Build Contractor and the signing of necessary business documents, a formal design process will be undertaken. A proposal submitted in compliance with the requirements of the SAMS RFP (Phase II) will represent a 10 percent interim design. The following defines the requirements for the development of construction drawings and specifications.
- 8.3.2. After award of the contract, the design will proceed with submittal of a 35% interim design package for review and approval by the Air Force. The schedule for submitting the 35% design will be established in the design contract. The Air Force will review the 35% design package against the requirements established in the contract, which will include these specifications, along with the elements contained in the LAAFB design guide and the Concept Design materials.
- 8.3.3. After approval of the 35% design by the Air Force, the Design-Build Contractor shall proceed with the design through the final design. The Air Force will require monthly over-the-shoulder design reviews through the final design. In addition, using the charrette format, the Air Force will require the review and approval of the floor plans and systems furniture layouts at approximately the 65% design stage.
- 8.3.4. The Design-Build Contractor will submit completed specifications and drawings as the final deliverable of the design contract. The specifications and drawings will be reviewed by the Air Force to ensure that they are complementary. In serving this

function, they should meet the requirements outlined in Exhibit A to the SAMS Purchase and Sale Contract. As the graphic means of describing the construction project, the drawings should show the shapes, dimensions, locations, and the relationships between components and materials. The order of the drawings should facilitate the work of the contractor and follow the natural order of construction. The design contract will specify in more detail the requirements for the final specifications and drawings.

9. CONSTRUCTION MANAGEMENT

9.1. CONSTRUCTION MANAGEMENT TEAM

9.1.1. The Construction Management Team (CMT) functions as the primary managers and points of contact for construction management of this project. The CMT is a joint construction review organization with the primary responsibility to integrate day-to-day activities of all organizations and agencies involved with the management and construction of this project. The CMT reviews the status of and addresses unresolved problems, identifies potential problem areas, and assigns responsibility for implementing CMT decisions. This group meets only during the construction phase. The CMT uses an informal agenda covering such items as contract status, status of changes/modifications, claims, status of contract request for information, status of funds and funds requests, review of critical start dates from the early and late finish schedule, user need dates, and equipment deliveries, review of upcoming construction activities, project safety concerns, phasing conflicts and proposed solutions, maintenance training, and other items of interest. The CA provides and distributes meeting minutes to the CMT members. The CA maintains a numerical listing of all action items, OPR, and their status. The CMT is composed, as a minimum, of the following members, but can be added to in order to meet special requirements:

- 61 ABG/RO (Chairperson)
- Contracting Officer
- Base Civil Engineer
- 61 CONS
- Others (including the HQ AFSPC/CEPC) as Appropriate

9.2. CONSTRUCTION CHANGES

9.2.1. Changes to the construction contract must be held to an absolute minimum to maximize cost effectiveness, and achieve on-time, within budget construction delivery. The CO is the only individual who can make changes in the construction contract. Changes to the contract include any item that will alter the existing contractual provisions, i.e. scope, schedule, or cost.

9.2.2. Change requests: Requests for changes to the construction contract must be routed from the requesters to the 61 ABG/RO. The 61 ABG/RO reviews and coordinates

the request on the base and forwards to HQ AFSPC/CE if necessary. The CM approves the request and returns to the CA. The CA prepares any necessary documentation and Government cost estimate and forwards the request to the CO, who processes the change request according to the contract.

9.3. A Configuration Control Board (CCB) will be established to manage changes that occur in the course of construction. The CCB is a corporate group of individuals representing different functional areas of the Space and Missile Systems Center (SMC). Its purpose is to maintain control of the overall cost and construction time of the Area B redevelopment by limiting, to the fullest extent possible, construction project modifications to those that are only essential to the performance of the mission.

9.3.1. **AUTHORITY.** The authority for the formulation and operation of the CCB is found in the Systems Acquisition Management Support Complex Program Management Plan.

9.3.2. **EXPIRATION OF THE CCB.** The CCB will exist throughout the construction life of the SAMS Complex or until the CCB Chairman considers that the CCB is no longer required.

9.3.3. **COMPOSITION OF THE CCB.** The CCB is composed of representatives from, but not limited to, the following organizations:

<u>Organization & Title</u>	<u>Title</u>
61 ABG/CC	Board Chairman
61 ABG/RO	Member
61 ABG/CE	Member
Contracting Officer	Member
61 CONS/CC	Advisor
61 CS/CC	Advisor
SMC/PK Representative	Advisor
ROICC Construction Agent	Advisor
User Representative	Requestor
Recording Secretary	Associate Member
AFSPC/CEPC	Advisor
Others as Determined	Advisor

Only CCB Members and Board Chairman will vote.

The 61 ABG/RO Program Manager will determine which advisors will be invited to participate in the CCB meetings (ex: Fire Dept, Safety, Comm, etc.).

MEETING DATES. The CCB will convene during the first hour of the PMO Executive Steering Group on the second and the fourth Wednesday of each month

beginning at 1300 in the PMO conference room unless called together for a special session by the Board Chairman.

MEETING MINUTES. The CCB Recording Secretary will produce and distribute minutes of each meeting.

9.3.4. CATAGORIES (TIERS) OF CHANGES. There are three levels of changes and each level will have a different approval process:

Tier 1: Construction field changes required to correct design deficiencies or unforeseen site conditions.

Clearly within contract scope

Contingency funds are available

No impact to maintainability or functionality of the facility

Tier 2: Construction field changes required to correct design deficiencies or unforeseen site conditions.

Clearly within contract scope

Contingency funds are available

Change impacts the maintainability or functionality of the facility

Tier 3: Field changes or User requested changes.

Any User request

Any request that is out of contract scope

RESPONSIBILITIES FOR TIER 1 REQUESTS: The Construction Agent (CA) will execute the identified change. The change will be implemented and the complete modification package will be distributed to the appropriate 61 ABG/RO, CE, and USAF Project Managers.

RESPONSIBILITIES FOR TIER 2 REQUESTS: The identified change will be reviewed and approved or disapproved by the 61 ABG/RO, and the HQ AFSPC/CEPC PM or the 61 ABG/CE, depending on the project. The CA, if approved, will then implement the change, and the complete modification package will be distributed to the appropriate 61 ABG/RO, CES, and USAF Project Managers.

RESPONSIBILITIES FOR TIER 3 REQUESTS: See Attachment 7 for a flow diagram.

USER. The user will propose the modification by submitting a complete written request to the 61 ABG/RO Rep. The user will provide the scope of the modification and a complete justification for the modification, and if possible, the cost of the proposed modification, the source of funding, and an estimate of time impact to the contract. The proposal will be submitted on the Staff Summary Sheet. The Board will only consider the user's request if the Unit Commander or Deputy attend the Board meeting. The Board considers that a "no show" by the Commander or deputy shows a lack of interest and importance in the requested modification.

61 ABG/RO. The PM will work with the user to review and modify, as required, the proposed modification with respect to justification, time and cost impact, and make a recommendation on funding source. Cost and time impact of all user changes must be developed in cooperation with the CA prior to submission to CCB. The PM will coordinate with other 61 ABG/ROs to identify impacts on other projects.

61 ABG/RO/GROUP REPRESENTATIVE. The Group Representative is responsible for managing the request to insure proper and timely coordination throughout the Group. The Group Representative will also provide input to the 61 ABG/RO for justification, etc. After the preliminary determination has been made, the package, along with the PM's recommendation, shall be forwarded to the MAJCOM Project Manager for review.

61 ABG/CE LIAISON. The Liaison will be responsible for coordination with all Civil Engineering flights as required, including Fire Department, Environmental, Operations, etc. The Liaison will inform the BCE of the CCB request.

MAJCOM PM. The MAJCOM PM will determine if the funding source is acceptable if either O & M or MILCON funds are to be used. The MAJCOM PM will return the proposed modification, with recommendations, to the 61 ABG/RO/Group Representative who will forward the package to the Recording Secretary.

RECORDING SECRETARY. The Recording Secretary will be a member of the 61 ABG/RO. Upon receipt of the proposed modification package from the user, the 61 ABG/RO/Group Representative, the Secretary will log in the proposed modification by assigning it a distinct number. The Secretary will then provide advance copies of the proposed modification package to all appropriate CCB members for review. This shall be done not later than 5 working days prior to the next CCB meeting. The Secretary will also be tasked to take the minutes of the CCB meeting, which will be distributed by the Secretary to all members within 7 working days after the meeting. If an action is approved, it will be forwarded to the USAFE/PM for official transmittal to the CA for implementation. If the Board disapproves an action, the request will be returned to the User.

CCB CHAIRMAN. The Chairman directs the CCB. The Chairman is the facilitator for decisions for all proposed modifications. The Chairman will review the proposed modification, solicit all participants' inputs and determine a course of action for the proposal. If a decision is agreed upon, the Chairman will direct the Recording Secretary to distribute the Board decision accordingly. If additional information is required, the Chairman will task appropriate participants to obtain the information and the request will be re-addressed at the next Board meeting.

EMERGENCY PROCESS If a request has the potential of stopping a construction contract, the CCB process can be administered in an emergency manner. The process will require the 61 ABG/RO Group Representative to hand carry the Staff Summary

the appropriate CCB members. E-mail approval forms (See Attachment 8) will be immediately sent to the voting members (or their designated representatives) who are required to provide an e-mail approval or disapproval within 24 hours.

9.4. CLAIMS PROCEDURES

9.4.1. The CA informs the CM immediately of all contractor claims and briefs the status of existing claims. The CA assists the CO in assessing the merit of a Contractor's claim.

9.4.2. Upon determination by the CO that a Contractor's claim has merit, in whole or in part, the CA prepares a Government estimate and forwards it, with rationale for merit, to the CM for funding guidance. Standard procedures for estimating and negotiating are followed to assure timely execution of a completed contract modification to resolve the claim.

9.5. CONSTRUCTION DOCUMENTATION

9.5.1. The CA reports the progress and status of construction activities as determined by the CMT and provides the required reports to the CM on a regular basis. As a minimum, these reports include:

- Construction Progress Status Report from Network Analysis System Schedules
- Executed modification reports within the 30-day report period.
- Pending modification reports within the 30 day report period
- Copy of all unpriced RFPs prior to negotiation with the contractor
- Claims Status Report
- Final Status Report

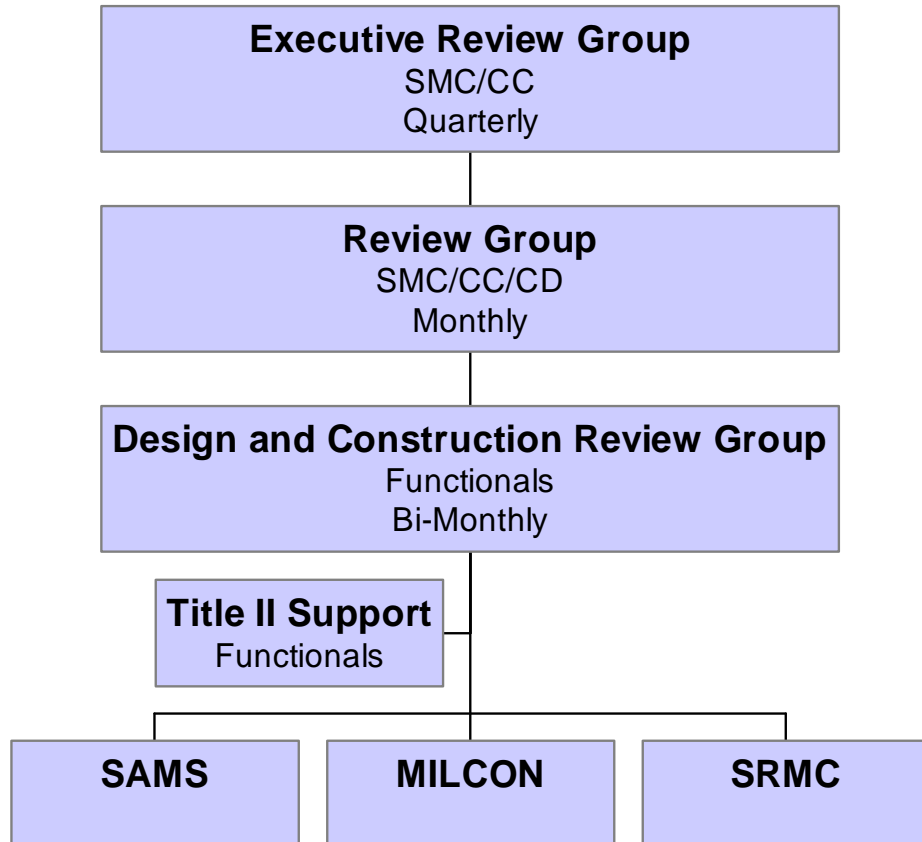
9.6. STRATEGIC DECISIONS

EVENT	DECISION	DATE	REVISED DATE

Attachment 1
PROJECT KEY PERSONNEL

<p><u>DM/CM</u></p> <p>HQ AFSPC/CE</p> <p>VOICE PHONE: (719) 554-3030 FAX #: (719) 554-5163 COMM PREFIX: DSN 692-3030</p>	<p><u>DA/CA</u></p> <p>Redevelopment Office</p> <p>VOICE PHONE: (310) 363-2481 FAX #: (310) 363-2316 COMM PREFIX: DSN 833-2481</p>
<p><u>DESIGN/CONSTRUCTION CONTRACTING OFFICER</u></p> <p>Redevelopment Office</p> <p>VOICE PHONE: (310) 363-0282 FAX #: (310) 363-2316 COMM PREFIX: DSN 833-0282</p>	<p><u>BASE CIVIL ENGINEER PROJ MGR</u></p> <p>Redevelopment Office</p> <p>VOICE PHONE: (310) 363-2361 FAX #: (310) 363-2316 COMM PREFIX: DSN 833-2361</p>
<p><u>SAMS DEVELOPER</u></p> <p>Kearny Real Estate Company</p> <p>VOICE PHONE: (310) 203-1845 FAX #: (310) 203-850 COMM PREFIX: No DSN available</p>	<p><u>BASE CIVIL ENGINEER</u></p> <p>61 ABG/CE</p> <p>VOICE PHONE: (310) 363-0287 FAX #: (310) 363-5131 COMM PREFIX: DSN 833-0287</p>
<p><u>A&E FIRM</u></p> <p>Nadel Architects</p> <p>VOICE PHONE: (310) 826-2100 FAX #: (310) 826-0182 COMM PREFIX: No DSN available</p>	<p><u>BASE CIVIL ENGINEER</u></p> <p>Redevelopment Office</p> <p>VOICE PHONE: (310) 363-0545 FAX #: (310) 363-2316 COMM PREFIX: DSN 833-0545</p>

Attachment 2
LAAFB CONSTRUCTION MANAGEMENT STRUCTURE



Attachment 3
PROJECT SCHEDULE

Project Goals	Start	Finish
Base		
Operational Need Date		
Facility Need Date		
Environmental Assessment Complete		
Other (specify)		
Baseline Project Schedule		
Issue RFP (Phase II)		
Proposals Due		
Proposal Evaluation		
Competitive Range Determination		
KTR Prepare FPR		
FPR Evaluation		
Select SAMS Developer		
Award Design Build Contract		
Pre-work Conference		
Issue Design NTP to Developer (D-B Contractor)		
35% Building Design		
65% Design Review		
65% Design Review Conference		
Revised Site Utilities, & Foundation Design Submittal		
Issue Limited NTP		
Issue Full NTP		
Complete Construction		
Beneficial Occupancy		
Receive As-Built Mylars & CADD Files		
Project Fiscal Closeout		

Attachment 4 COMMENT RESOLUTION

Comment resolution is divided into the following steps:

- Generation
- Compilation
- Disposition
- Transmission

1. GENERATION:

Comments are generated by the following Design Management Team members:

Design Manager (DM)

Design Agent (DA)

Contracting Office

Base Civil Engineer PM (includes Housing Officer, Base Civil Engineer maintenance personnel)

2. COMPILATION:

- Comments generated by team members above are transmitted (FAX, E-Mail, Hard Copy) to DA for compilation.
- Comments are due 21 calendar days after delivery of submittal.
- DA gathers comments, marking duplicates.

Any comments clearly without merit or not a part of project, will be marked, however the comment will go forward and be addressed at the review conference.

3. DISPOSITION:

Comments are then sent to all DMT members. Any vague or unclear comments are resolved at this level.

Any further additions to comments are distributed to all DMT members.

4. TRANSMISSION:

Final comments are transmitted to the Designer by the Contracting Officer 5 calendar days before the review conference for incorporation into the design.

Designer will provide minutes of the review conference within 7 calendar days after the conference with the resolution of all comments clearly indicated.

Attachment 5

A&E SUPPORT STATEMENT OF WORK

Design and Construction Management Support/Review Assistance:

The Contractor shall provide design, construction management support and review assistance during the RFQ and RFP evaluation and review phase of the project. The timeframe for this effort shall relate to RFQ and RFP review schedules and encompass the time from the time RFQs are received by the government up to award of a contract to a selected developer. The Contractor shall provide Design and Construction Managers to support the effort and assist the USAF as needed.

Project Implementation Services (after Developer award): The Contractor shall provide support as needed during the implementation of the contract with the Developer. The Contractor shall provide the following types of support:

- Supporting the relocation/move process
- Coordinating with subcontractors on the site as needed
- Providing technical assistance to facilitate response time during all phases of the design, review, and construction process
- Coordinating oversight after award, during construction, after construction completion, and into full operation of the new facilities
- Provide technical assistance to the Air Force in the resolution design and construction conflicts between SAMS Complex and the MILCON Program

Design Management Team Support (after Developer award):

The contractor shall provide A&E services to the USAF as a member of the Design Management Team. Assist in providing oversight and review of the SAMS Complex design executed by the Developer's A&E. The Contractor shall participate in the formal design stage and provide services on each of the following disciplines civil, structural, and architectural engineering, heating ventilation and Cooling (HVAC), plumbing, electrical, control systems, cathodic protection, and environmental compliance. The contractor will also attend design reviews for the Consolidated Support Center, Base Exchange and Civil Engineer/Logistics Facility MILCON projects. Provide analysis and recommendations that prevent or resolve construction conflicts or incompatible designs.

The Contractor shall ensure Developer compliance with project specifications throughout the design process and submittals. The Contractor shall provide direct technical information and assist as an overall oversight for civil sanitary, electrical, heating ventilation and cooling (HVAC), and control systems as well as any other general information that can be supplied throughout the design stage.

The Contractor shall participate in the design review and confirm the design meets the performance requirements detailed in the requirements documents. Assist the USAF in providing input to the SAMS Complex Developer at startup, 35% design review, 65%

design review, over-the-shoulder reviews, and the 100% design. Provide written comments on each design submittal made by the SAMS Complex Developer's A&E.

On-Site Construction Services Support (after Developer award)

The Contractor shall provide support to and oversight of the Developer including:

- Reviewing and commenting on the Developer's quality assurance and construction management plans
- Providing oversight of the Developer's construction management team
- Observing the construction schedule and conditions in which may delay construction completion and make recommendations concerning contract time extensions
- Interpreting and clarifying the intent of the drawing and specifications as directed

The Contractor shall provide the full time on-site construction management services to:

- Monitor the site development work at all times
- Monitor all construction of the SAMS complex and associated improvements
- Perform on-site surveillance and inspection of the construction work in progress
- Assign fully qualified personnel for inspection of environmental remediation, landscaping, civil, structural, electrical, architectural, and mechanical systems
- Observe tests conducted at the project site, as required by contract documents and maintain records and report on such tests

The Contractor shall review of the Developer's financial records including:

- Construction budget and cash flow statements
- Validation of financial obligations specified in the construction contract
- Submit monthly reports, identifying deficiencies and work with the Developer to resolve them

The Contractor shall review and provide recommendations as to the adequacy of shop drawings and equipment submittals. Typical tasks include:

- Interpreting and clarifying the intent of the drawings and specifications as directed
- Reviewing shop drawings and material samples and make recommendations for approval or revision to the USAF
- Monitor the Developer's marked-up set of drawings to reflect the as-built details of construction
- Identifying immediately, in writing, any work or materials that do not conform to the plans and specifications

The Contractor shall assist in the coordination of construction phasing and resolution of conflicts. Typical tasks include:

- Monitoring all permit requirements to assure they are complete prior to construction

- being impacted by the particular permit
- Maintaining an “Official File Folder” for all correspondence and other data
- Maintaining a listing of all materials and equipment covered by warranties complete with duration of the warranty from the construction contractor and complete all actions required to ensure validation of all warranties
- Insuring that property transfer documentation is properly prepared and ready for submission as described in the project contract/specifications

The Contractor shall perform facility inspections and project closeout. Typical tasks include:

- Recommending acceptance of the SAMS Complex upon completion
- Confirming in writing that the plans and specifications provided for the construction of the SAMS Complex are in conformance with the requirements of the Design/Build Contract
- Maintaining records and files including: correspondence, reports, shop drawings, diaries, addenda, contract modifications and change orders issued as part of the contract award and subsequent to award of the contract
- Performing facility acceptance inspections. Develop “punch lists” and work with the Developer to correct them prior to USAF occupancy of the facility
- Reviewing as-built drawings, operations and maintenance manuals, and equipment warranties for completeness. Identify deficiencies and work with the Developer to resolve them
- Performing warranty inspections six and twelve months after the USAF has taken occupancy of the facility. Develop “punch lists” and work with the Developer and/or bonding agent to correct them

Attachment 6

CRITERIA FOR SPACE ALLOCATION

Office Space

The distribution and allocation of office space is by number of personnel, rank/position, and follows the Air Force guidelines. Assignment of space will be a combination of hard wall and systems furniture. Space allocation will be assigned in accordance with the following criteria:

- Number of assigned personnel
 - Unit Manning Document (UMD) to include FFRDC personnel
 - Contractors/SETA to be evaluated
- Rank/position
 - Military and Civil Service/Aerospace equivalent
- Mission Requirements
 - Specific and unique mission requirements

Conference Rooms

Square footage will be assigned for conference rooms based on the number of personnel assigned as it applies to Air Force guidelines for space allowances and specific mission requirements. Conference rooms will be a combination of hard wall and systems furniture.

Training Space Requirements

SAMS Training space is generally hard walled rooms. The larger rooms will have the capability of being partitioned into smaller workrooms. The distribution and allocation of training space is by organization and mission and follows the Air Force guidelines.

Specialty Space Requirements

SAMS Specialty space is generally hard walled rooms. Specialty space includes the common classified workrooms, Scientific Engineering Research Facility (SERF), the Command Post, The Base Communications Center (BNCC), the SCIF, the Consolidated Club, the Child Development Center, the photo shop, art services lab and other special purpose rooms. The distribution and allocation of specialty space is by organization and mission and follows the Air Force guidelines.

Miscellaneous Space Requirements

SAMS Miscellaneous spaces generally consist of administrative space. Miscellaneous space includes break rooms, reception areas, storage, mailrooms, printer/fax areas...etc. Assignment of space will be based on the number of personnel assigned as it applies to Air Force guidelines for space allowances and specific mission requirements.

Communications Space Requirements

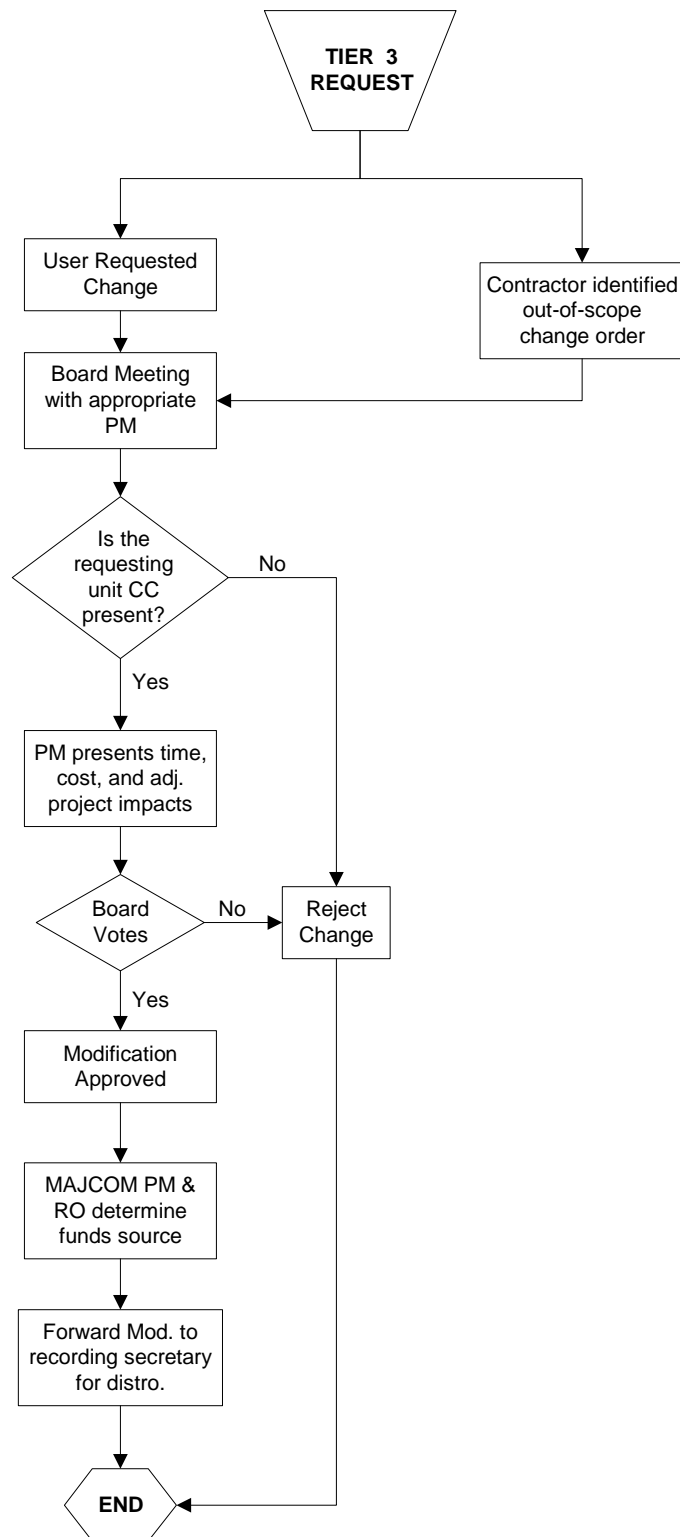
SAMS Communications spaces are generally hard walled rooms specifically designed and

constructed to support communication equipment and distribution requirements. Communications space includes the Cable Vault or Entrance Facility (EF), Main Distribution Frame (MDF), Telecommunications Rooms (TR), Dial Central Office (DCO), Battery Room, Consolidated Network Control Center (CNCC), Test and Integration Facility (TIF), Equipment Rooms (ER) and Classified Equipment Rooms (CER), and other special purpose rooms. The distribution and allocation of communications space is by organization, mission, and physical building layout and follows the Air Force guidelines.

Facility Space Requirements

SAMS Facility spaces are generally hard walled rooms and areas required to support all building occupants. Facility space includes the hallways, rest rooms, storage rooms, electrical and mechanical support rooms and other special purpose rooms. The distribution and allocation of facility space is by occupancy and physical building layout and follows the Air Force guidelines.

Attachment 7
RESPONSIBILITIES FOR TIER 3 REQUESTS



Attachment 8
EMAIL APPROVAL FORM FOR EMERGENCY PROJECT CHANGES

Project Name:

Date:

Suggested Modification or Scope Change to Project:

RFI reference #:

Cost of Mod:

Project Programmed Amount:

Project Current Working Estimate:

Reason for Emergency Procedure:

Further impacts to LAAFB mission or personnel:

I APPROVE / DISAPPROVE of the modification (please circle one).

Voting members, please provide email response within 24 hours of receipt.

Signature

Duty title

Date

Distribution:

61 ABG/CC

Board Chairman

61 ABG/RO

Member

61 ABG/CE

Member

61 CONS/CC

Advisor

CC:

61 CS/CC

Advisor

SMC/PK Representative

Advisor

ROICC Construction Agent

Advisor

User Representative

Requestor

Recording Secretary

Associate Member

AFSPC/CEPC

Advisor

Attachment 9

Information Technology (IT)/Communications Requirements Change Process

CMB, CCB defined: For the following process, the Configuration Management Board (CMB), chaired by the SMC/CD, is the 61st Communications Squadron process for reviewing/approving or disapproving all communications requirements for LA AFB.

The Configuration Control Board (CCB), chaired by the 61 ABG/CC is the overall review process for all requirements of the LA AFB Area B Redevelopment Project, to include SAMS.

This process is mandatory for all IT/communications requirement change requests submitted during the LA AFB Area B Redevelopment/SAMS Project.

During this process, each IT/communications requirement change must be examined for impact on the maintainability/functionality of the facility (consider power, grounding, HVAC, configuration change to the baseline, and space requirements of each change).

See Figure 9.1 for the flowchart of the following process.

IT/Communication Requirement Change Request Processing:

A change request is submitted to the 61 CS through the Project Workflow Requirement Resource (PWRR) or an electronic requirement document with a draft Staff Summary Sheet (SSS). The 61 CS reviews the change for impact to known requirements as listed in the LA AFB Communications Requirements Document ¹, SIITC-0059-03-PD277 (available Aug 03) for the Area B Redevelopment/SAMS project.

If an impact is determined to exist, the change request is forwarded to the 61 CS Integrated Process Team (IPT) for review.

If the change is determined by the IPT to impact the project's IT/Comm. architecture, the request is forwarded to the 61 CS Configuration Management Board (CMB) for assessment. If approved by the CMB, the change is implemented, unless the change request involves facility changes. In that case, the request is forwarded as an SSS to the 61 RO Configuration Control Board (CCB) process for review.

¹ The communications requirements baseline, 'LA AFB Communications Requirements' Document, SIITC-0059-03-PD277, will be available in Aug 03. In the interim, refer to latest copy of Appendix A, LA AFB Area B and SAMS contract, and the related Request for Proposals (RFPs) for the project.

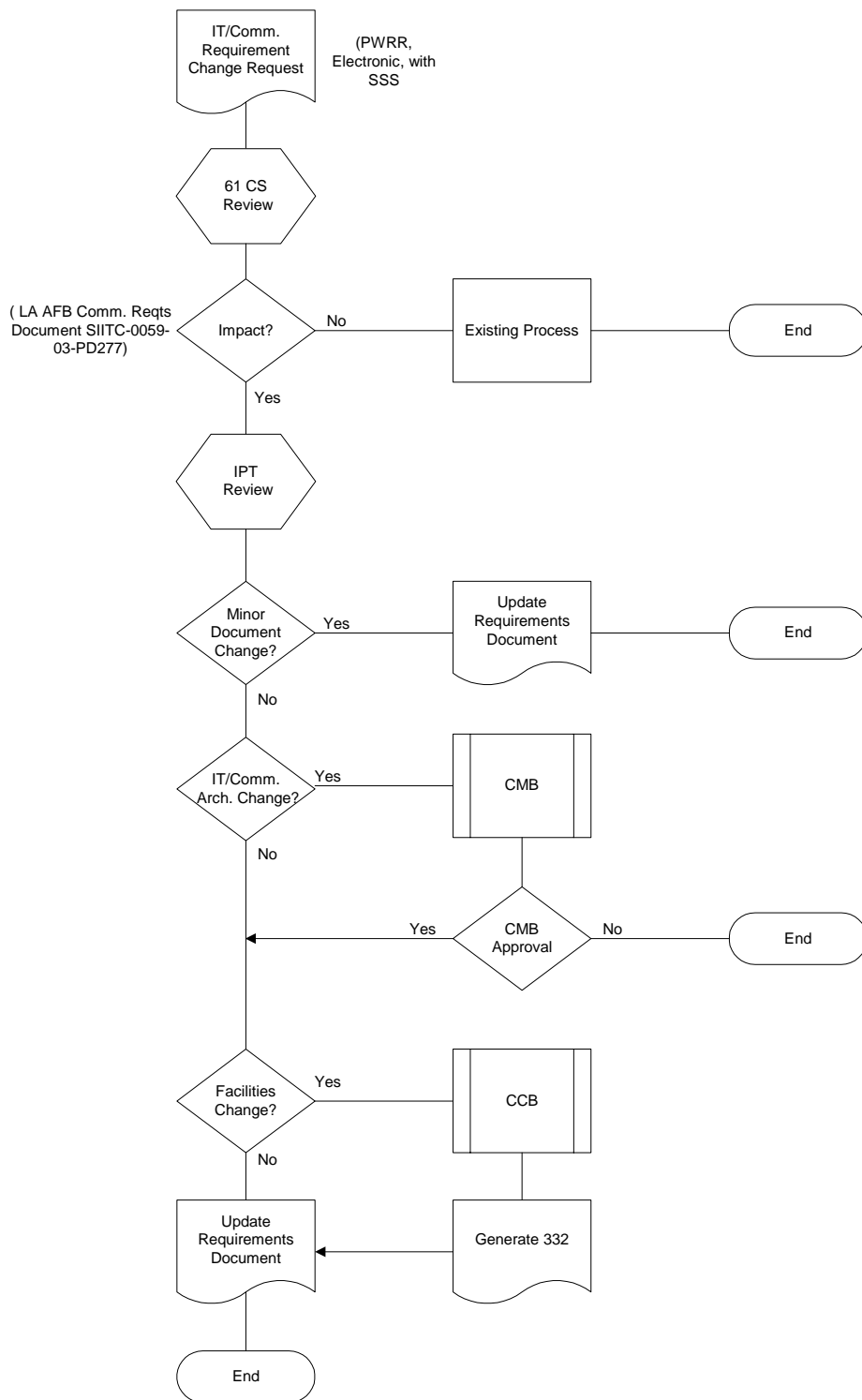


Figure 9.1 Area B Redevelopment IT/Communications Requirements Change Process